

## **Project Management Plan for the Reassessment of the USACE Project Management Business Process**

**Background:** The Corps' Program and Project Management Business Process, as outlined in ER 5-11-1, has now been in place for nearly two years. During that time, the EIG has produced two excellent reports on implementation of the PMBP and on Teamwork throughout USACE, we have had two Project Delivery Team Conferences, and we've seen countless grass-root initiatives from across the Corps focused on using the PMBP to deliver high-quality projects to delighted clients. In order to gauge the effectiveness of the regulation, a reassessment of where we are and what we have accomplished has been requested, on behalf of LTG Ballard (CECG), by Mr. Steve Browning (CEMP-M) and Mr. Fred Caver (CECW-B).

**Purpose:** The purpose of the reassessment is to harvest those cultural norms, processes, best business practices and structures which have worked well and also those which have not worked well. The purpose is not to evaluate, grade or otherwise critique the USACE Commands.

**Team Membership:** The project manager for this effort is Bill Sorrentino. Included on his team are: Jim Thomasson, Ed Theriot, Brad Price, Larry Becker, David Lee, John Saia, and Craig Jones. In addition, each USACE Command interviewed will appoint a member to the team. These members will not travel but will be included in team discussions, the review of team products, and approval of final team products.

**Method:** The team will compile subject material from three sources. Existing material such as EIG reports and Command Staff Inspection reports will be reviewed. An e-mail questionnaire will be sent to all USACE Commands asking for input to specific questions. Finally, seven districts, one center, and two divisions will be interviewed. The interview team will be comprised of four members (three field, and one headquarters). Due to other constraints, participants on the interview team will rotate. The interview team will visit each district/center and conduct separate interviews with the executive members of the corporate team, the middle management members of the corporate team and one project delivery team. For this reassessment, division/district/center executive members are defined as directorate/division/office chiefs, commanders and deputy commanders. Middle management members are defined as branch and section chiefs at the districts/center. For division (MSC) visits, interviews will be conducted in a single session with all participants together. The USACE Commands to be interviewed will be selected based on their program size, program composition, organizational structure and geography. The interviews will take approximately two days at each location.

**Products:** Based on the literature reviews, questionnaire results and interviews, a report will be prepared to document the overall effectiveness of the PMBP and best practices. The findings will include:

- recommended changes to program and project management business process policies, guidance, and best management practices
- role of Middle Management in the PMBP.

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This report will then be briefed to senior HQUSACE staff and the Chief of Engineers. At the direction of the Chief of Engineers the team will draft changes to ER 5-1-11. The time and cost estimates do not include the actual rewrite of ER-5-1-11.

**Schedule:** The project schedule follows:

<b>Action</b>	<b>Start</b>	<b>Finish</b>
E-mail from Caver/Browning introducing the Team	28 JAN 00	28 JAN 00
Team Meets to Finalize Questionnaire	31 JAN 00	01 FEB 00
Email USACE Commands Questionnaire	02 FEB 00	28 FEB 00
Interviews Selected Offices	07 FEB 00	30 MAR 00
IPR with Browning and Caver	06 MAR 00	06 MAR 00
Finalize Report	10 APR 00	21 MAY 00
Team Meeting to Prepare Brief	24 APR 00	25 APR 00
Brief USACE Senior Staff	26 APR 00	26 APR 00
Command Briefing	28 APR 00	28 APR 00

**Costs:** Estimated travel, per diem, and labor costs are \$123,814.

Cost Breakdown:

HQ Team Members

District Team Members

Per Diem:

\$ 4,072

\$ 12,216

Labor:

\$ 80,744

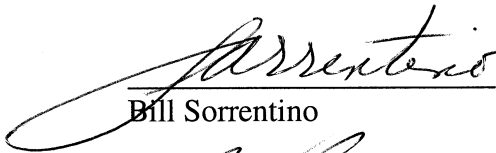
Travel:

\$ 7,140

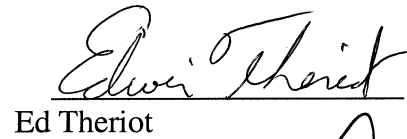
\$ 19,642

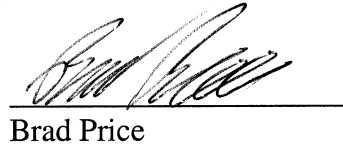
**PMP Approval Date:** 2/1/00

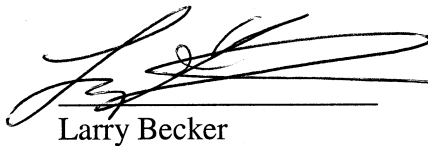
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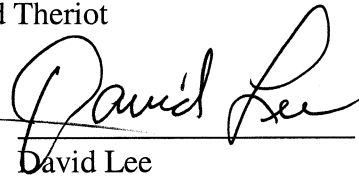
  
Bill Sorrentino

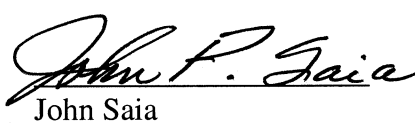
  
Jim Thomasson

  
Ed Theriot

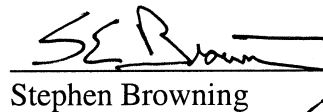
  
Brad Price

  
Larry Becker

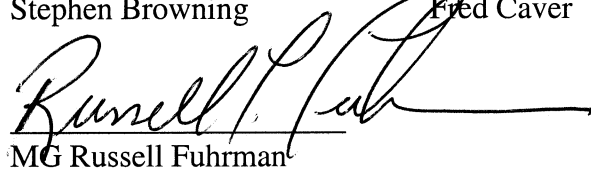
  
David Lee

  
John Saia

  
Craig Jones

  
Stephen Browning

  
Fred Caver

  
MG Russell Fuhrman